DOCUMENT RESUME

ED 203 379 CS 206 473

TITLE Business and Organizational Communication: Abstracts of Doctoral Dissertations Published in "Dissertation Abstracts International," January through June 1981 (Vol. 41 Nos. 7 through 12).

INSTITUTION ERIC Clearinghouse on Reading and Communication Skills, Urbana, Ill.

PUB DATE 81

NOTE 11p.; Pages may be marginally legible.

EDRS PRICE MF01/PC01 Plus Postage.

DESCRIPTORS Annotated Bibliographies; Banking; *Communication Research; *Communications; *Decision Making; *Doctoral Dissertations; *Group Dynamics; Information Processing; Language Styles; Organizational Change; *Organizational Communication; Organization Size (Groups); Problem Solving

ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 12 titles deal with the following topics: (1) identifying problem formation behaviors within the process of organizational change; (2) using the communication audit to determine decision style, satisfaction, and communication climate in educational organizations; (3) assessing communication and consensus between a complex organization and its clientele; (4) the role of talk in organizational decision making; (5) the semantics of corporate disclosure documents; (6) communication roles as predictors of motivation toward productivity under the conditions of "groupness" and "organizationness"; (7) the relationship of the oral communication needs of business and industry to the business and professional communication courses in Texas colleges and universities; (8) elements in a constructivist sociology of organizational communication; (9) correlates of communication behavior in the research laboratory; (10) fundamental relationships of information, communication, and power with respect to organzations and automated information processing; (11) a systems approach for developing communication performance in a bank sales staff; and (12) the perceived communication adequacy, decision making, leadership, and morale of directors and supervisors in the Mississippi State Department of Education in 1976 and 1980. (EL)

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Business and Organizational Communication:

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Hall, Rahla Lazar
THE USE OF THE COMMUNICATION AUDIT IN DETERMINING DECISION STYLE, SATISFACTION AND COMMUNICATION CLIMATE IN EDUCATIONAL ORGANIZATIONS

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COORIENTATION IN RESOURCE MANAGEMENT: A STRATEGY FOR ASSESSING COMMUNICATION AND CONSENSUS BETWEEN A COMPLEX ORGANIZATION AND ITS CLIENTELE

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PERCEPTIONS OF THE DIRECTORS AND SUPERVISORS ON COMMUNICATION ADEQUACY, DECISION-MAKING, LEADERSHIP, AND MORALE IN THE MISSISSIPPI STATE DEPARTMENT OF EDUCATION, 1976 AND 1980

AN INVESTIGATION OF PROBLEM FORMATION COMMUNICATION BEHAVIORS IN THE PROCESS OF ORGANIZATIONAL CHANGE

Order No. 8100906

GORDON, VICKY LOU, PH.D. *The University of Texas at Austin*, 1980. 262pp. Supervisor: Jack L. Whitehead

An initial step in the development of understanding of the change process in organizations is the identification of communication behaviors of individuals engaged in organizational problem formation. A qualitative research approach was employed in this field study to accomplish three goals. First, communication behaviors of individuals involved in organizational problem formation were described based on observations of senior level, policy-making executives in a bank. Second, the investigation described the different types of change enacted by the senior executives. Third, the investigation identified behaviors associated with different types of change in the organization.

This field study identified six main categories of senior executives' problem formation behaviors: (1) managerial role; (2) information scanning; (3) information sharing; (4) problem identifying; (5) problem framing; and (6) coordinating. Senior executives were found to enact two types of change--first and second order change. Senior executives' problem formation behaviors associated with the different types of change were also identified and described in this investigation.

THE USE OF THE COMMUNICATION AUDIT IN DETERMINING DECISION STYLE, JOB SATISFACTION AND COMMUNICATION CLIMATE IN EDUCATIONAL ORGANIZATIONS

HALL, RAHLA LAZAR, PH.D. *University of Southern California*, 1981. Chairman: Professor James McBath

The purpose of this study was (1) to examine decision making and job satisfaction as communication variables, and (2) to determine the place these variables may have in the communication process. The study developed and tested a communication audit which was used to examine the perception of decision making by employees of their supervisors; it utilized this same audit to measure job satisfaction as well as communication climate within the organization; and it recommended intervention strategies designed to improve decision making, job satisfaction and communication climate.

Three hypotheses were tested: (1) When decision making is perceived positively within an organization by the members of the organization, then the communication climate is also positive. (2) When job satisfaction is positive within the organization, organizational communication climate is also positive. (3) When decision making is perceived positively within an organization by the members of the organization, then job satisfaction is also positive.

A thirty-item questionnaire was administered to faculty and administration within a school district; seventy-six percent of the total possible subjects participated. A higher-than-average degree of satisfaction with the job and the communication climate in the school district resulted, with the exception of three items indicating some concern on the part of teachers and administration to be more directly involved in the decision process.

Factor analysis indicated a consistently high score for decision style in all units except one. From this finding, it can be concluded that those within the organization are generally pleased with the decision style and the communication of those decisions from those in administrative positions to those within the organization.

The Spearman and the Pearson correlational tests of significance indicated the following: For Hypothesis 1, the relationship between the perception of decision making within the organization with the communication climate, there was only limited support. For Hypothesis 2, the relationship between job satisfaction and communication climate, a somewhat stronger level of significance was found in both tests. For Hypothesis 3, however, a surprisingly strong relationship was shown in both tests between job satisfaction and the perception of decision style.

Intervention strategies were proposed which focused on communication skills workshops (listening, management skills, participation). Some were carried out under the direction of the author. Results are positive for the short term, although long term results are not available yet.

Finally, the audit procedure proved useful in testing two variables usually considered the province of management research--decision making and job satisfaction. The study concluded that these two management variables do indeed have a place within the communication process and are both correlated with communication climate in the organizational setting.

For future research, both developmental and longitudinal perspectives must be expanded so that organizations do not fall into the trap of generalizing from a too-small sample size over a too-short period of time. In addition, it is suggested that studies of this type relate communication behavior to the organization as a whole and that organizational communication be studied as a process, rather than as a static, single entity. Interdisciplinarity in research within the modern university, especially between the two fields of management and communication, are also recommended as an expanded approach to organizational communication.

COORIENTATION IN RESOURCE MANAGEMENT: A STRATEGY FOR ASSESSING COMMUNICATION AND CONSENSUS BETWEEN A COMPLEX ORGANIZATION AND ITS CLIENTELE

Order No. 8020564

KARBON, JEROME JOSEPH, PH.D. *The University of Wisconsin - Madison*, 1980. 214pp. Supervisor: Professor Lloyd R. Bostian

This study used a coorientation approach to assess states of consensus among three groups involved in a resource management/decision-making system and to analyze changes induced by an experimental treatment. The study was conducted in two southwestern Wisconsin counties. The three groups--citizens, influentials and resource management agency personnel--were interviewed before and after an experimental treatment which provided them with information about their consensual states at the time of the first interview. This information was carried in four newspaper articles and three memos to agency personnel. It sought to increase understanding (each group's awareness of the natural resource concerns of the other) and accuracy (each group's ability to assess the importance that others placed on the issues).

Scheff's theory of consensus provided the conceptual framework from which hypotheses were derived. Scheff postulated that formalization of roles gives rise to a more active quest for consensus. Two of the four states in Scheff's typology were regarded as "functional" in the system studied. They are monolithic consensus, in which groups agree and are aware of the agreement, and dissensus, in which they accurately perceive disagreement. False consensus and pluralistic ignorance (false dissensus) were considered less functional. The roles of local newspapers and influential individuals in perpetuating and/or changing consensus between citizens and resource management agency personnel were also explored.

Agency personnel represented the most formalized group and were expected to be more accurate in gauging citizen concerns than vice-versa. They were also expected to change more than other groups as a result of the experimental treatment. In the unperturbed situation, communication and coordination between citizens and agency personnel were apparently not sufficient to produce states of consensus or dissensus. By and large, the situation was characterized by false consensus and pluralistic ignorance. The groups showed a high degree of understanding or overlap of concern regarding natural resource problems. However, they did not agree as to the importance of the issues. Generally, respondents in each group believed themselves to be more concerned than others and each group underestimated the level of concern of the others. Resource influentials were more closely aligned with agency personnel than with citizens.

The experimental treatment increased accuracy between citizens and agency personnel, with agency personnel exhibiting the greatest change. They incorporated citizen concerns into their own agendas and became more accurate in gauging the differences between their views and those of citizens. As to the relative importance of the issues, however, agency personnel "agreed to disagree" with citizens moving from a state of false consensus to one of dissensus.

The influentials identified in this study probably have the potential to act as information brokers, facilitating the exchange of information between citizens and agency personnel, but they do not appear to have done so in the unperturbed situation. There is some evidence that intermediary behavior was stimulated by the information treatment. Influentials were quite accurate in gauging agency concerns before the

treatment, but they were generally inaccurate, as were agency personnel, in gauging citizen views. Like agency personnel, they became more accurate in gauging citizen concerns. Their own views also became more congruent with those of citizens. However, in moving closer to citizens, they moved farther from and became less accurate with respect to agency views.

This study demonstrates the utility of systematic mediation in a resource management/decision-making system. The coorientation measurement/feedback strategy of identifying and conveying citizen concerns to agency personnel and vice-versa showed evidence of moving the groups toward states of consensus/dissensus and away from false consensus and pluralistic ignorance. Additional research is needed to explore situations in which such intervention may be applicable and to refine methods for accurate measurement and exchange of the views of different groups which interact in management/decision-making processes.

A DESCRIPTIVE STUDY OF DECISION-MAKING AS ACCOMPLISHED BY THE NEGOTIATION OF GROUP REALITY: THE ROLE OF TALK IN ORGANIZATIONAL DECISION-MAKING

Order No. 8100177

KARLIN, ALLEN JEFFREY, PH.D. *The Ohio State University*, 1980. 430pp. Adviser: Dr. Victor Wall

A grounded-theory perspective was utilized to describe emergent patterns of decision-making observed within an ongoing organizational context. Research in the areas of decision-making, role enactment, and conversational analysis created a theoretical foundation for conceptualizing decision-making as a sequential process of negotiation. This negotiation process focused upon group members' treatment of information related to task completion; information was dealt with at different levels of abstraction as members proposed task solutions, and data to support them, which varied in their degree of specificity.

The negotiation of decision-proposals (possible task solutions) was seen as regulated by the conversational device of "agreement-points." Agreement-points were expected to have a regulative (regulating the flow of interaction) or topical (signifying points at which conversation was centered around particular problem-solving themes) function. Agreement-points were conceptualized as a naturally occurring conversational phenomenon which indicated periods of talk related to specific decision themes being negotiated by the group. They allowed conversation to flow in a normal manner.

A Decision-Proposal Modification coding system, which enabled the researcher to trace the evolutionary development of decision-proposal themes over a number of group meetings, was developed. In applying the coding system to transcripts, a method of consensual validation was employed to insure high levels of inter-coder reliability. In addition to the coding system, a number of conversational analytic techniques were used to identify, describe, and explicate emergent patterns of decision-making.

Results suggest that the nature of conversational agreement-points is not as distinct as originally expected. While it was found that topical and regulative agreement-points did function in clearly different manners during group interaction, it was also found that their functions as conversational devices overlapped and that the theoretical distinctions between them varied with the complexity and pragmatics of the immediate situation.

Two patterns of emergent decision-making were identified, one for succinct interactive sequences and one for more complex sequences of interaction. The pattern found during succinct decision-making activities formed the basis for the pattern found in more complex decision-making interaction. A descriptive model of group decision-making was generated from the observed patterns and the model was found to successfully describe a second complex problem-solving discussion. Issues of the model's predictive ability and its heuristic value in future decision-making inquiry were raised. The contributory nature of the results to a growing data base from which a grounded-theory of organizational and group decision-making may emerge was discussed. This research supports results of previous grounded-theory inquiry and expands research parameters through the development and utilization of a feasible, process-sensitive methodology which accurately reflects group decision-making activity.

A GENERAL SEMANTICS ANALYSIS OF THE CORPORATE DISCLOSURE DOCUMENTS -- FORM 10-K, THE ANNUAL REPORT TO SHAREHOLDERS, AND THE CORPORATE FINANCIAL PRESS RELEASE

Order No. 8110666

LEBAR, MARYANN THREASA, PH.D. *New York University*, 1980. 233pp. Chairman: Terence P. Moran

Media ecologists have studied the language structure of many types of environments but not that of the corporate disclosure system. This study examined the extensional-intensional language of selected sections of three corporate disclosure documents so that audiences such as the Securities and Exchange Commission, shareholders, analysts, teachers, and students could have a scientific tool for analyzing and comparing these documents. It also was conducted so that the findings of the study could provide insights into the functioning of the three documents which thereby might further improve the corporate communications disclosure system.

This study analyzed and compared the texts of ten randomly selected companies listed on the New York Stock Exchange from 1976 through 1978. The specific texts analyzed were the following: (A) the management analysis sections of the 1978 Form 10-K's; (B) the 1978 presidents' letters of the annual reports; and (C) the financial press release announcing 1978 year-end earnings. The texts were analyzed in total and then in three separate topic categories: (1) category A were those topics included in the management analysis sections of the 10-K's; (2) category B were those topics included in the 10-K's but not the management analysis sections; and (3) category C were those topics included in the annual reports and/or press releases but not included in the 10-K's.

Six questions of extensionality-intensionality were investigated in the texts. Extensionality referred to language which was fact-oriented, qualified, verifiable, and objective. Intensionality referred to language which was evaluative, unqualified, nonverifiable, and subjective. The incidences of extensionality-intensionality were stated as proportions, and tests for differences between proportions of document pairs were conducted for the total and for each category group findings. The critical z values of .05 and .01 significance were: $z = 2.45$ and $z = 3.03$, respectively.

The results of this study indicated that the press releases and annual reports both included only approximately 38% of all management analysis topics (category A topics) contained in the 10-K's. However, the press releases were about equal in extensionality to the management analysis sections of the 10-K's when describing these and all other 10-K topics (category A and B topics). The annual reports were lower in extensionality and significantly different from the management analysis sections of the 10-K's for all category comparisons (category A, B, and C topics). When the overall texts of the three documents were compared (A + B + C topics), the annual reports and the press releases were both lower in extensionality and significantly different from the management analysis sections of the 10-K's. The statistically significant results generally were at the .01 significance level.

These results indicated that general semantics could be a useful tool in analyzing corporate disclosure documents. It also indicated that audiences may want to promote greater readership of the financial press releases as a means of aiding investment decision-making. The press releases published 10-K information earlier than the actual 10-K's, with extensional language levels equivalent to the 10-K's. In contrast, audiences also may want to promote reading annual report presidents' letters in conjunction with other corporate disclosure documents. The presidents' letters described all topics, including the 10-K topics, with the lowest levels of extensionality among all documents in the study. Hence, annual report readers may want to review other corporate documents to be more confident of obtaining more extensional information for investment decision-making.

COMMUNICATION ROLES AS PREDICTORS OF MOTIVATION TOWARD PRODUCTIVITY UNDER THE CONDITIONS OF GROUPNESS AND ORGANIZATIONNESS Order No. 8101515

LEWIS, MICHAEL LEE, PH.D. *The University of Oklahoma*, 1980. 156pp. Major Professor: H. Wayland Cummings

The rationale for this investigation suggests the dispersion of communication roles, ranging from the highly undispersed (organizationness) to the highly dispersed (groupness), may be distinguished in organizations. Ten sets of expectations, derived from the rationale, project the groupness/organizationness tendencies of three organizations (a small business firm, a military unit and a church) associated with worker motivation and productivity.

The data analysis suggested groupness and organizationness can be measured. As predicted the small business firm was significantly greater in groupness than the church and military unit. Person communication tended to be positively related to intrinsic motivation while inversely related to extrinsic motivation. Task communication roles tended to be positively related to extrinsic motivation, while inversely related to intrinsic motivation. Task communication tended to be the primary predictor of productivity in the military sample, while person communication tended to be the primary predictor of productivity in the church sample. Both task and person communication roles were significant predictors of productivity in the small business firm.

THE RELATIONSHIP OF THE ORAL COMMUNICATION NEEDS OF BUSINESS AND INDUSTRY TO THE BUSINESS AND PROFESSIONAL COMMUNICATION COURSES IN TEXAS COLLEGES AND UNIVERSITIES Order No. 8029009

MCCALLUM, KARIN ERIKSSON, PH.D. *North Texas State University*, 1980. 89pp.

The purposes of this study were to examine the oral communication skills considered important to specific companies, identify the objectives emphasized in the business and professional communication courses in Texas colleges and universities, ascertain how much course time is spent in various areas, and determine the communication needs of business and industry and the degree to which the communication departments of Texas colleges and universities are meeting those needs.

The subjects were eighty personnel directors of Dallas area businesses and eighty speech communication chairmen in Texas colleges and universities. Each individual completed a questionnaire developed by incorporating ideas and areas of concern from previous research. A panel of three experts established criteria for the questions included in the questionnaires.

The data were treated in several ways; the frequencies and percentages were reported, and the Chi-Square Test of Goodness of Fit was applied.

The findings revealed similarities in the responses of universities and businesses concerning the importance of communication skills and the amount of class time spent in these areas. There were significant differences in the areas of listening, public speaking, supporting materials, and time management.

The results of this research must be understood in terms of the particular population under study and the location of that population. The sample of both groups was based in Texas, and, therefore, implications involve that part of the United States.

The following recommendations were made: (1) Conduct further explorations of this study involving samples from other areas of the United States. (2) Continue the basic nature of the business communication course. (3) Alter the course content to better fit any business needs which are not presently incorporated in the course. (4) Develop a business communication course if one is not currently offered in the communication department.

ORGANIZATIONAL REALITY: ELEMENTS IN A CONSTRUCTIVIST SOCIOLOGY OF COMMUNICATION IN ORGANIZATIONS Order No. 8110501

MCGAAN, LEE ARNOLD, PH.D. *Ohio University*, 1980. 224pp. Director of Dissertation: Dr. Ray E. Wagner

This study presents a general theory of how communicative acts occur in organized settings and how organizations can be studied using communicative acts as a starting point. The purpose of the social work is to develop a method of understanding human social organization through analysis of the function of communication in providing the ground for the constructive processes which create and maintain social organization. The general, theoretical perspective of this work is useful in that it provides an overview within which a wide variety of approaches and methods for the study of human organization can be viewed and compared. Additionally, this perspective shows how new understandings of human social organization can be revealed which are not available to other current approaches to organizational research.

The method by which the perspective of this work developed was through the application of modern hermeneutic thought to the problem of social reality construction as addressed by the sociology of knowledge. The decision to integrate these schools of thought was made because each emphasized constructive processes in the formation of social realities while allowing special attention to be placed on the role of language and communication. The principle sources of hermeneutic thought used in the work were the writings of Martin Heideggar and Hans-Georg Gadamer. The principle sources of thought on the sociology of knowledge were the works of Alfred Schutz and Peter Berger. These sociologists were strongly influenced by the philosophies of Hegel, Marx, and Husserl.

The study concludes that human understandings of the social world are fundamentally interpretive. These interpretive understandings are given to individuals through their communicative interactions with others occurring in a pre-existing, social, historical world. Understanding of human social organization can be obtained through analysis of the expressions of interpretive understanding by participants in the life-world and through awareness of the symbolic structures which form the context of those expressions. That is, analysis of the explanations used by people in real organizations to describe how-things-are forms the basis for understanding these organizations. In fact, organizations are constructed and maintained through these explanations.

The study presents an analysis of how explanations are discovered and made sensible in the life-world. If the full richness of the organizational setting is to be described, social science explanations of the organization must allow for a range of explanation principles as broad as those used by the participants. Later portions of the work present a description of the process of reality construction as dialectic. The work uses the dialectic method to emphasize the communicative act of legitimation and the symbolic structures which make legitimation possible. These structures are described as hierarchical; each legitimation implies other portions of the hierarchy. The means by which symbolic structures are maintained in social organizations are discussed. Attention is given to the special problem of pluralism, the existence of multiple symbolic universes, as well as the role of experts and authorities in relation to legitimation.

The closing portions of the work present a review of the problem of alienation and provide a new description of this experience as loss of the ability of individuals to participate in the symbolic structures of their social world. Research possibilities growing out of this constructivist perspective are discussed. Research leading to constructivist theory must be based on participant understanding and awareness of the role played by the symbolic structures within which life in organized settings is experienced.

CORRELATES OF COMMUNICATION BEHAVIOR IN THE RESEARCH LABORATORY

Order No. 8100947

MYERS, LEWIS ANDERSON, JR., PH.D. *The University of Texas at Austin*, 1980. 330pp. Supervisor: Deveraux M. Huffman

This study explores the relationship between the selection potential of an individual as a source of information and the "nuclear" environment of that individual. The scope of the study is limited to scientific and technological information (STI) communicated between research professionals (scientists and engineers) in a research and development (R & D) laboratory setting.

The selection potential of a scientist as a source of information is measured on three categories of STI (the criterion variables). These categories include: project-task information, state-of-the-art information, and research-laboratory-technique information.

The "nuclear" environment of the scientist is represented in this study by thirty variable measures (the predictor variables) that include: demographic descriptors, interpersonal communication descriptors, organizational factors, sociometric preference factors, and architectural factors.

The major premise of the study is that the "nuclear" environment can be used as a predictor of the selection potential of an individual for each of the three categories of STI. Variable measures of the "nuclear" environment along with peer ratings on the dependent variables were obtained in two separate R & D laboratories. Data from the first laboratory were used to develop multivariate regression models for each of the three criterion variables. The model for prediction of selection potential for project-task information (RO1) strongly supports the major premise of the study (R^2 = .87, p. < .0002). The model for prediction of the selection potential for state-of-the-art information (RO2) with some conditions also supports the major premise of the study (R^2 = .93, p. < .0001). The model for prediction of the selection potential for research-laboratory-technique information (RO3) shows what can only be described as weak support for the major premise (R^2 = .29, p. < .03).

Cross-validation of each regression model is accomplished by comparing the predicted selection potential index for each scientist in the second laboratory with the selection potential index perceived by his laboratory colleagues. Moderate support for the major premise was found in the cross-validation of models RO1 and RO2, while the predictive accuracy of model RO3 was found unreliable.

The results of this research, while somewhat inconsistent, tend to support the premise that there is a significant relationship between the "nuclear" environment of a scientist and his selection potential as a source of STI.

The implication of this study is that the multivariate model can be a valuable tool for use in evaluating formal and informal communication networks in the organization.

FUNDAMENTAL RELATIONSHIPS OF INFORMATION, COMMUNICATION, AND POWER WITH RESPECT TO ORGANIZATIONS AND AUTOMATED INFORMATION PROCESSING

Order No. 8103126

PAULSEN, BRAD ARTHUR, PH.D. *University of Colorado at Boulder*, 1980. 201pp. Director: Professor Donald K. Darnell

The developing sophistication of information and communications technologies has culminated in a growing recognition of the importance of information, information processing, and communication systems in areas such as individual development, organizational management, and global communications. International struggles over the control of information flows and communications, and unprecedented advances in the power of information and communications technologies have heightened the need for better understanding of the relationship between information processing and communication, and the subsequent power of information and communication.

Genetic definitions crucial to the development of models portraying the information, communication, and power process are developed. Paradigms examined include information theory; communication theory; information taxonomies; data, information, knowledge, communication and power. Selected specifics include operational and management information systems, information value attributions, and information as a resource.

Variables contributing to increasingly problematic functions of communication, and associated technologies (viz., computerized) are identified and used as backing for algorithmic power tranformations generated by physics and electronics theory. Variables identified include increasing change ratios; fundamental biological, linguistic, and cognitive information overload processing limitations; increasing complexity and subsequent identification, quantification, and combinative difficulties for information and communication processing; increasing accountability demands; increasing managerial, organizational, and rational dominance; and widespread integration of sophisticated information and communications technologies.

Literature and concepts are selected from the disciplines and arenas of information and communication theory; organizations; management science; local government; general systems theory; cognitive psychology; international communication; communications and computerized technologies, and their social uses and impacts; linguistics; physics and electronics theory; and cybernetics.

Fundamental physical relationships between power, work, and energy are analyzed as metaphoric algorithms for the generation of relational algorithms representing the transfiguration of information, by communication, into social power. Patterned relationship sets in physical energy and work transformations are operationally equated with information and communication, which produces analogous relationship statements between physical and social power transformations as a function of the information and communication process.

Perspectives on information power are examined as: control of information and communications technology, information as a resource, information as a resource to control other resources, information as a cybernetic control, and information as a power/work transformation control variable. Analysis of the first three perspectives, which comprise the bulk of perspectives on information as power, shows that all are artifacts of the function of information and communication as a power/work transformation control process.

The adage, "information is power," is identified as appropriately referring to the potential power of information to control other resources. Fundamental relationships derived from Ohm's law provide a basis for describing the information usage process. Power shifts resulting from control of computerized and communications technology are shown to result also from the control of the technology as in any other resource and from information as a power/work transformation variable. The fundamental information and communication power algorithm is presented as useful in analyzing the power of information and communications technologies, and for conceptualizing the role of information in social power. Implications, and areas for further research in basic and applied knowledge, are clarified.

A SYSTEMS APPROACH FOR DEVELOPING COMMUNICATION PERFORMANCE OF A BANK SALES STAFF

Order No. 8105134

ROMANS, SUSAN EILEEN, PH.D. *University of Maryland*, 1980. 652pp. Supervisor: Professor Andrew D. Wolvin

This action research study applies systems approaches to changing employee's sales performance in a banking environment. The study two goals: to accomplish an organizational change and to contribute a model of such an intervention to the literature of speech communication.

The desired organizational change was accomplished; it is measured in the improved sales performance of the target group of employees. The need to improve the sales performance of banking employees appears frequently in sales training literature. Communications skills are viewed as the critical behaviors to bring about improved sales performance.

The study manipulates numerous variables (inputs) affecting the sales performance of the subjects. Useful inputs are selected by cost-benefit analyses. The inputs are designed to instruct communication behavior and to promote a system in which the desired behaviors may occur. Measures of behavior change indicates needs to strengthen coordination and control features of such change effort. In addition, instructional changes are proposed to increase the behavior change measured in the subjects.

The model for such interventions proposes that training interventions report to an authority figure in the area where performance must be improved. This relationship would improve the level of control and coordination of a performance development system. The action plan for performance change involves managing the change through this authority figure and other employees in that part of the organization.

PERCEPTIONS OF THE DIRECTORS AND SUPERVISORS ON COMMUNICATION ADEQUACY, DECISION-MAKING, LEADERSHIP, AND MORALE IN THE MISSISSIPPI STATE DEPARTMENT OF EDUCATION, 1976 AND 1980

Order No. 8028238

WASSON, DAVID GEORGE, ED.D. *The University of Mississippi*, 1980. 159pp. Director: Associate Professor Ronald Partridge

This study was concerned with the Mississippi State Department of Education regarding the internal maintenance and task accomplishment properties of organizational health as defined by Matthew Miles. The purpose of the study was to determine the state of communication adequacy, decision-making, leadership, and morale as perceived by the directors and supervisors of the Mississippi State Department of Education. The organizational structure of the State Department consists of two levels. Directors operate at level one and answer directly to the Superintendent of Education, while the supervisors maintain a level two position, answering to the directors. Other members of the organization were clerical and support personnel for the directors and supervisors.

The information necessary to answer the sixteen questions pertaining to the eleven directors' and 140 supervisors' perceptions of communication adequacy, decision-making, leadership, and morale in 1976 and 1980 was gathered by use of the modified version of the *University of Kentucky Questionnaire*. The original questionnaire was developed by Dr. James L. Gibson. Data were gathered in June, 1976, and June, 1980. The return percentage was 88.7 in 1976 and 78.1 in 1980.

The data were recorded on IBM Fortran Coding Forms and were keypunched on Hollerith cards. The DEC-System 10 computer at the University of Mississippi was used to accomplish all computer-related tasks.

The study reported perceptions of the directors and supervisors in 1976 and 1980. The perceptions of the directors in 1976 were compared to the perceptions of the directors in 1980 and the perceptions of the supervisors in 1976 were compared to the perceptions of the supervisors in 1980. The perceptions of the directors and supervisors in 1976 were compared and the perceptions of the directors and supervisors in 1980 were compared. The groups surveyed were determined to be dependent groups because personnel employed in 1976 were also participants in the 1980 study. Therefore, a dependent t-test was applied to the data. The level of significant difference established for the study was $p < .05$.

Only four items concerning communication adequacy of the organization were found to be significantly different. The differences were between the directors and the supervisors in 1976 and 1980. All response means were determined to be positive.

Five items concerning perceptions of leadership in the organization were found to be significantly different. The trend set in the mean responses from 1976 to 1980 was of a positive nature.

Two items concerned with perceptions of the decision-making process in the organization were found to be significantly different. These items were found in the perceptions of the directors and supervisors in 1980.

Of the items concerned with the perceptions of morale in the organization only four items were found to be significant. Overall there was a positive rating of morale.

Based on the findings of this study the following conclusions were reached: (1) Mississippi State Department of Education directors and supervisors as surveyed are basically in agreement in their perceptions of communication adequacy. Mean responses indicated a positive perception of communication adequacy with little change in this perception from 1976 to 1980. (2) Perceptions of the directors and supervisors differ most in the dimension of leadership. The most change in perceptions was found in leadership as perceived by the supervisors. There was a more positive rating given by the supervisors in 1980 indicating a more relaxed and free atmosphere existed in that year. (3) The dimension of decision-making shows the least difference and change of the four dimensions studied. The ratings indicated that the decision-making process was perceived as being positive and little change was evident. (4) Morale of the organization was determined to be above average or higher as perceived by the directors and supervisors. The area which was of most concern to the supervisors was their pay. (5) The small number of significant differences between the directors' and supervisors' perceptions indicate that the organization is stable.

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